Elected Official and Governing Board Self-Evaluation Tool

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Policymaking and Administration Self-Evaluation Tool

An essential purpose of any elected board is to ensure that the organization makes continuous progress in the achievement of organizational goals and purposes. By undertaking a regular self-evaluation, this Board seeks to reflect on the efficacy of its governance: how effective are we, as a Board, to foster the achievement of organizational goals and objectives?

Instructions for Completing the Self-Evaluation

This self-evaluation comprises seven performance criteria, as well as several performance indicators that elected Board members may reflect upon while considering the ratings for the performance criteria. The expectation is that in completing this self-evaluation tool, each Board member will reflect upon the work of the Board, as a whole, and how his/her individual actions contribute to the efficient and effective operation of the Board and the organization. The ratings, which will be for the performance criteria only, should be based on, and guided by, specific evidence. The evidence offered should assist the Board in having a thoughtful conversation about future expectations and continuous improvement for the operation of the Board that will serve to advance the goals and objectives of the organization.

After completing the evaluation individually, all Board members are asked to submit their results to be compiled into a draft composite. Board members are encouraged to meet as a group to discuss the draft composite and reach consensus on a self-evaluation that reflects the work of the Board and identifies next steps to support continuous improvement.

For each of the seven performance criteria listed below, please provide a rating of either:

1. **IN PROGRESS** – work performance does not meet organizational expectations. Further development is needed.

2. **MEETS EXPECTATIONS** – work performance consistently fulfills stated organizational expectations. Performance is professional and appropriate and the work completed by the Board is of high quality in all significant areas of responsibility.

3. **EXCEEDS EXPECTATIONS** – work performance consistently exceeds stated organizational expectations. Performance is exceptional and the work completed by the Board noticeably exceeds expectations in all areas of responsibilities.

Each of the seven performance criteria is followed by room for you to support your rating of the performance criteria.
A. ESTABLISH and PROMULGATE ORGANIZATIONAL VISION AND VALUES

Performance Criteria:

- We have formally adopted a mission, vision, and a set of core values for our organization that is used to guide us in our work on behalf of our constituents, including strategic planning, budget decisions, and policy matters.

- We annual revisit our mission, vision, and core values to ensure constancy of purpose and to reaffirm our values with the community.

- Our mission, vision, and core values are the focus of our reflection and deliberation as we strive for continuous improvement in our governance.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I participate fully in the annual review of our strategic plan, including the mission, vision, core values, and any other guiding tenets.
- My decision-making is aligned with the organization’s vision, mission, core values, and organizational goals and objectives.
- I regularly reflect on the Board’s mission, vision, and core values as I go about my work.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____________

Specific evidence or reasons to support your rating for this performance criterion: ___________
B. DEVELOP and PROMULGATE RELEVANT GOVERNING POLICIES

Performance Criteria:

- Our Board operates as a policy-making body using our written policies as the framework for our decision making concerning the achievement of organizational goals and objectives.

- We develop Board policies that give the organization’s administration and administrative staff sufficient authority and latitude to manage the day-to-day operations of the organization.

- Our policies reflect our core commitment to equity, excellence, and a culture of respect, as well as promote the highest expectations for our organization’s staff.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I am knowledgeable about the Board’s policies and use Board policy as a basis for decision making.
- I recognize and respect the prerogative and authority of the Executive Director/Manager and administrative staff to implement the Board’s policies.
- In adopting new or reviewing existing Board policies, I look to ensure that they are consistent with the organization’s mission, vision, and core values.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): ________________

Specific evidence or reasons to support your rating for this performance criterion: ________________
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C. MONITOR EXPECTED ORGANIZATIONAL OUTCOMES

Performance Criteria:

- We collaborate with the Executive Director/Manager to regularly monitor a mutually agreed upon set of meaningful indicators that are aligned with the organization’s strategic plan and that assess the achievement of organizational goals.

- We monitor the effectiveness of the policies developed by the Board and implemented by staff.

- We use relevant and useful data to make decisions and establish organizational priorities.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I am actively engaged with the Executive Director/Manager to develop appropriate performance measures and indicators that align with the organization’s strategic plan.

- I carefully review and evaluate data and information that is presented by staff and use it as a basis for setting Board policy and budget priorities.

- Improving the achievement of organizational goals and objectives drives my policy decision making and my evaluation of staff’s ability to implement and administer stated policy.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): ____________

Specific evidence or reasons to support your rating for this performance criterion: ____________

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D. RESPONSIBLE MANAGEMENT OF RESOURCES

Performance Criteria:

- We regularly appraise the overall administrative management of the organization to ensure that resource allocations and decisions support the strategic priorities of the organization.

- Our fiscal and resource management is transparent to the community and provides assurance that dollars and resources are aligned and deployed to reflect the organization’s priorities as outlined in the strategic plan.

- We regularly monitor financial data about the organization to ensure meaningful accountability and communicate to the community that scarce resources, including but not limited to tax dollars, are spent in the most efficient, effective, and economical manner that is reasonably possible.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I understand the relationship between our budget and the organization’s core values and I advocate for our constituents and my understanding of the needs of our constituents.
- I carefully review all organizational resource audits and other financial data in order to better discharge my fiduciary obligations.
- I understand and actively participate in our organization’s budgeting process.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations):  

Specific evidence or reasons to support your rating for this performance criterion:  

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E. COMMUNITY ENGAGEMENT AND COMMUNICATION

Performance Criteria:

- We communicate clearly and regularly with a broad base of internal and external stakeholders about the Board’s work and policy direction and to share our mission, vision, and core values.

- We employ multiple strategies for reaching out to the community in an effort to directly engage in two-way communication and dialogue with diverse populations to solicit their input on relevant decisions and to ensure that their perspectives inform our priorities.

- We are strategic in our advocacy to help mobilize and sustain community support for organizational progress and work with other officials in other organizations to promote our needs.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I promote the interests of the organization over my own interests within the community and with other officials including through the promotion of our legislative agenda.
- I listen to, and carefully consider, broad-based community input while exercising my statutory decision-making authority.
- I participate actively in the Board’s own outreach efforts and the outreach efforts of the organization including in public forums, hearings, and visits.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____________

Specific evidence or reasons to support your rating for this performance criterion: ___________
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F. BOARD OPERATIONS

Performance Criteria:

- Our agendas and work sessions are aligned with our core values and we have effective and efficient processes for doing Board work to ensure that Board member time is spent in furtherance of the organization’s mission, vision, core values and organizational goals and objectives.

- We are as attentive to *how* we reach conclusions as to what is decided with respect to both our policy work and our quasi-jurisdictional actions, and we execute our responsibilities in keeping with the highest ethical standards.

- We are using effective strategies for working productively with each other and with the Executive Director/Manager and honor the differences between and among acting/speaking as a whole Board and as individual Board members.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I regularly engage in continuous improvement and professional development activities related to Board work and make every effort to attend all meetings having done my homework and I am prepared to contribute in a positive and professional manner.
- I maintain the confidentiality of Board and organizational proceedings and adhere to ethical standards in my role.
- I am a productive member of the team, I work well with my colleagues, and I work within the parameters of my authority as a Board member.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): ________________

Specific evidence or reasons to support your rating for this performance criterion: ________________
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G. BUILDING and SUSTAINING AN EFFECTIVE RELATIONSHIP WITH THE EXECUTIVE DIRECTOR/MANAGER

Performance Criteria:

- We work to build and sustain an effective working relationship with the Executive Director/Manager of the organization by engaging in two-way communication that articulates expectations on shared governance as well as performance goals for the organization.

- We respect the management responsibilities and administrative prerogatives of the Executive Director/Manager and work collaboratively with the Executive Director/Manager in a spirit of mutual trust and confidence.

- We maintain open lines of communication by conducting regular dialogue on progress toward organizational goals and objectives and community issues and concerns.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I respect the management and administrative responsibilities of the Executive Director/Manager and I work to ensure that the Board has conveyed clear expectations for her/his performance.

- I communicate with the Executive Director/Manager when I have concerns involving the organization and I work collaboratively with the Executive Director/Manager to resolve problems as they arise.

- I participate fully in the evaluation process of the Executive Director/Manager, working collaboratively with fellow Board members and approaching the task of the evaluation fairly and diligently.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____________

Specific evidence or reasons to support your rating for this performance criterion: ___________

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